# **Fairfield Fire Department**

Strategic Plan

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# Strategic Plan

The fire service today is faced with increasing demands for service and decreasing resources to meet those demands. Planning is essential for fire departments, or any organization, to make the best use of the limited resources available. Strategic planning considers both internal and external forces that impact an organization and its ability to provide services. Strategic planning

helps make the best use of these limited resources in order to meet the demands and challenges of the present and the future.

The Fairfield Fire Department Strategic Plan was developed through the Fairfield Way Process. This process labor allows management to work together as we plan for the present and the This strategic future.



plan is a work in progress. It is intended to be a tool to help guide the department into the future. For it to be of value, it must be referred to regularly and updated frequently.

The strategic plan is comprised of the Mission Statement, Goals and Objectives. The Mission Statement is intended to be a broad statement of purpose, which encourages continuous growth and improvement. The Goal Statements support the Mission Statement and are more specific to areas within the department, but are still broad in scope. The objectives support goal statements and are more specific and measurable. The strategic plan identifies immediate plans (within one year) and mid range plans (within five years).

# **Mission Statement**

The mission of the Fairfield Fire Department is to pursue the highest levels of fire and life safety services for our community in order to minimize loss of life and property.



# **Strategic Priorities**

Strategic priorities have been developed through the Fairfield Way labor management process. These priorities have been identified as the most important issues the fire department needs to address in order to provide the service our community deserves. The strategic priorities are as follows:

Strategic Priority 1: Complete Staffing Truck 37

Strategic Priority 2: Build and Staff Two Fire Stations in the Incorporated Cordelia Area

Strategic Priority 3: Replace Truck 37



# Strategic Priority 1: Complete Staffing Truck 37

Fairfield Fire Department is significantly under staffed. This issue has been documented repeatedly in the following reports: 2006 Study Session on the Fairfield Fire Department, 1998 Blue Ribbon Fire and Paramedic Tax Committee

Report, 1997 Vision 2020 Fairfield Fire Fighters' Study (see attachments 1, 3, 4). This strategic priority completes the company that is currently staffed two-thirds of the time. This full-time company significantly improves our service delivery. It is important to mention that we are not asking to be staffed at the average of the study session comparisons, but only to be staffed to a level that will provide an acceptable level of service to our community.



The plan to place a second company at Station 37 has been in existence for many years. When the station relocation plan was developed, which resulted in the construction of two new fire stations, it was identified that Station 37 would handle approximately 38% of all calls for service within the city. A second company at this location reduces call stacking and improves response times. Station 37 is also centrally located making it a good backup station for the entire city.

Staffing the ladder truck as the second company at Station 37 provides, without delay, the needed specialized equipment and personnel required to mitigate certain situations. The placement of this apparatus in District 37 also provides depth of coverage for the city's busiest district. The ladder truck will help to keep engine companies in an available status as much as possible by supporting their operations with additional personnel and equipment.

# Strategic Priority 2: Build and Staff Two Fire Stations in Incorporated Cordelia

In the spring of 1994, the Fairfield Fire Department opened a temporary fire station in a warehouse off of Edison Court in Cordelia. At that time, it was recognized that in order to adequately serve Cordelia, two stations would



ultimately be required. The city could not afford to build and staff two stations so a temporary station located in the central part of Cordelia made good sense. Two years later the temporary station was moved to warehouse at the corner Fulton Drive and Edison Court. This facility better suited the fire department's needs. When the fire department moved into the first temporary facility it was anticipated that it would approximately five years before two permanent stations could be built. Nearly thirteen years have

passed and fire personnel are still in the temporary warehouse station. There is no definite plan to build the two permanent stations.

The need for additional emergency fire department resources in Cordelia was identified during the City of Fairfield Council Study Session on Fire Services held on November 15, 2006. The fire department was asked to research the best way to address service delivery needs. A task force was formed and the attached report was developed for council consideration (attachment 2). The task force analyzed fire department resources and response times in Cordelia. It is the recommendation of the Fairfield Fire Department to build two permanent fire stations to serve Cordelia.

# Strategic Priority 3: Replace Truck 37

The fire department currently utilizes a 1988 Grumman Aerialcat for truck company operations. This apparatus has served the fire department for almost two decades and due to the following issues, it should be placed on the replacement list for immediate action:

1. Data gathered by a neighboring department shows that the average total life expectancy of a ladder truck is 23.16 years with an average of 8.75

years of that time spent in a reserve status.

2. Recent findings have determined Truck 37 was exceeding the weight capacity recommended by the manufacturer on the steer axle. Due to safety and liability issues, the fire department



was forced to drain the 150 gallon water storage tank on Truck 37. Without water in the storage tank, truck personnel will need to establish a water supply from a fire hydrant before they are able to start fighting the fire.

3. Modern trends in development have resulted in higher density communities. Narrower streets and buildings in close proximity to each other are impeding emergency access for fire apparatus. Modern aerial apparatus have better maneuverability and require less clear street width for emergency operations.

# **Goal Statements**

## **Administration Goal Statement:**

To provide exceptional personnel support for our members and to strive for the best management practices and systems for our department.

#### **Operation Goal Statement:**

To continuously improve fire and life safety services through operational changes and apparatus and equipment advancements.

# **Prevention and Public Education Goal Statement:**

To provide a fire prevention system designed to minimize loss of life and property damage through effective code enforcement and public education programs.

## **Emergency Medical Services Goal Statement:**

To provide the highest level of emergency medical care to our community.

## **Equipment and Communication Goal Statement:**

To continuously improve service delivery through the purchase of equipment and communication systems for our department.

#### **Training Goal Statement:**

To provide quality training and training opportunities for our members in order to equip them for exceptional service to our community.

#### **Safety Goal Statement:**

To strive to keep our members safe through training, assessment of work practices and operational changes.

#### **Facilities Goal Statement:**

To provide functional, efficient and well maintained facilities for our members.

# Immediate Plans (Within One Year)

<u>Administration Goal Statement:</u> To provide exceptional personnel support for our members and to strive for the best management practices and systems for our department.

# Objectives:

### • Hire a management analyst.

The City of Fairfield is in a budget crisis and is expecting a several million dollar shortfall. It is imperative our department search for alternative means of funding. By hiring a management analyst this person will be in charge of researching, applying and overseeing grant applications. This will create a funding source that our department needs. This position will also develop statistical reports and analysis for fire department operations and planning.

#### • Hire an administrative assistant.

Currently, we have a deputy fire chief as the supervisor for clerical staff. All other department heads within the city utilize the administrative assistant as a personal assistant and as a supervisor for clerical staff. The fire department is the only department within the city that does not have an administrative assistant position.

#### Purchase Fire View Software.

This software will plot statistical data on a computer generated map and will identify trends within the city. It is a valuable tool in statistical analysis and provides clear graphic representation of data for presentation purposes.

<u>Operation Goal Statement:</u> To continuously improve fire and life safety services through operational changes and apparatus and equipment advancements.

## Objectives:

#### Staff Truck 37 on a full time basis.

The need for a sixth company was identified in 1998 by the Blue Ribbon Fire and Paramedic Tax Committee. Calls for service have increased from 5245 calls in 1998 to an estimated 8600 calls in 2007. Truck 37 is currently staffed on only two of the three shifts. Full-time staffing of the truck is necessary because it has specialized capabilities and equipment that support emergency operations city-wide. The truck also increases

depth of coverage, enhancing our ability to address all emergency calls for service.

# Secure approval to build and staff two fire stations in the Cordelia area.

Two fire stations in Cordelia will dramatically improve response times. The Fairfield fire station located in Cordelia has the longest response times of all advanced life support providers in the Solano County Emergency Medical Services (EMS) Public Private Partnership. Geographic separation and traffic congestion between central Fairfield and Cordelia result in extended response times for incidents requiring multiple stations. Two stations will significantly improve back-up times. This will also address the mandated OSHA 2 in and 2 out regulation in Cordelia.

#### Secure funding to replace the current aerial ladder Truck 37.

The current Truck 37 will reach 20 years of first line service next year, which is longer than industry standard. In addition, there is a need to replace the current truck with a more maneuverable unit due to restricted access created by high-density development.

## Replace rescue unit.

There is a need to replace our current rescue unit with a larger vehicle capable of refilling S.C.B.A. cylinders. This unit will also have awnings for shade, cooling fans, and drinking water for the firefighters. The current rescue unit is no longer capable of carrying all the technical rescue and confined space equipment due its size. In addition, having the ability to fill breathing apparatus air bottles at the scene of emergency incidents enables units to be placed back in service sooner.

<u>Prevention and Public Education Goal Statement:</u> To provide a fire prevention system designed to minimize loss of life and property damage through effective code enforcement and public education programs.

#### Objectives:

#### Refine Annual Business Inspection Program.

This will include prioritizing inspections, updating inspection forms, and improving statistical tracking. A thorough review and revision of this program will allow us to focus our resources on those buildings and processes which represent the greatest hazards to both public and emergency service personnel.

# Secure grant funding and purchase of electronic handheld inspection devices.

These devices will be used by both suppression and prevention personnel to streamline the inspection process. They are similar to a computer

"notebook" and are becoming common in inspection work. The inspection forms are downloaded to the handheld; the inspectors fill them out electronically and, upon returning to the station, dock them to automatically store the inspection data. This will reduce the manpower needed to print hard copy inspection forms as well as eliminate the time consuming manual data entry once the inspections have been completed.

#### Broaden Public Contact.

This will be accomplished by utilizing a wide variety of different media, i.e. Channel 26, local newspapers and radio stations and the website. The fire department has always created public service announcements specific to Christmas and July 4<sup>th</sup> but we would like to broaden our messages and promote safety throughout the year in both English and Spanish.

<u>Emergency Medical Services Goal Statement:</u> To provide the highest level of emergency medical care to our community.

#### Objectives:

Hire an EMS Quality Assurance Coordinator.

This position is needed in order to support our commitment to provide the highest level of EMS service. EMS calls constitute the largest percentage of our call volume and this position will ensure strong oversight of quality of care.

 Establish a plan to implement fire department ambulance transport services.

Providing fire department ambulance transport services is consistent with our department's mission to pursue the highest level of fire and life safety services for our community. This will greatly improve customer service, paramedic continuity of care, and it may provide an additional revenue source for the city.

• To establish updated Emergency Medical Dispatch cards or software for the dispatch center.

The current system used by the dispatch center is outdated and needs to be brought up to current standards.

**Equipment and Communication Goal Statement:** To continuously improve service delivery through the purchase of equipment and communication systems for our department.

#### Objectives:

Transition to 800 MHZ radio system.

Our current system is outdated and cannot be improved to meet our needs. This radio system will allow us to increase our ability to

communicate with other agencies. This system will also improve fire ground communication and firefighter safety. This radio system will provide multiple radio channels that can be used by several city departments.

## Purchase a mobile air compressor refilling station.

A mobile air compressor will allow us to fill breathing apparatus bottles at the scene of an emergency incident. This enables units to become available for additional calls for service sooner. Several local public and private agencies currently rely on us to fill their air bottles as well.

# Purchase additional thermal imaging cameras.

Funding has been approved through the Office of Emergency Services to purchase one thermal imaging camera for our department. We are actively pursuing grants to put one camera on each first out unit. This will require five additional cameras. These cameras aid in the search for victims, and hidden fire. Other agencies also utilize these cameras, i.e. the police department and CHP in the search for a suspect.

<u>Training Goal Statement:</u> To provide quality training and training opportunities for our members in order to equip them for exceptional service to our community.

# Objectives:

#### Train chief officers as hazmat incident commander.

This training is mandatory for incident commanders of hazardous materials incidents.

#### Develop Fairfield Suisun Sewer District training site.

The fire department does not have a manipulative skills training site. With minimal investment this site can be developed to accommodate our manipulative skills training needs. Due to the fact that this is not a city facility this is a temporary solution.

<u>Safety Goal Statement:</u> To strive to keep our members safe through training, assessment of work practices and operational changes.

#### Objectives:

# Train captains to safety officer level.

Our captains routinely assume the role of safety officer at emergency incidents. This position provides for safety of fire department personnel and our community.

#### Reduce workplace back injuries.

Analyzing the causes and developing preventative measures to reduce back injuries will increase the safety of our members and decrease the number of lost work days.

<u>Facilities Goal Statement:</u> To provide functional, efficient and well maintained facilities for our members.

### Objectives:

# • Improve security for all stations.

In light of the heightened threat of domestic terrorism, there is a need to improve the security of the fire stations.

#### Complete remodel of the training and maintenance facility.

The training and maintenance facility is currently undergoing remodeling to include a fire sprinkler system, large classroom, and A.D.A. accessible restroom.

# Complete remodel of Station 39.

Station 39 is currently undergoing remodeling to include a new H.V.A.C. system, additional bathroom with shower, ceiling and lighting, individual dorm rooms and interior finishes.

## Develop a site plan for the use of the training and maintenance facility.

This plan will address vehicle storage needs, parking and training needs for the site.

## Assess facility needs for Station 40.

Several needs have been identified, such as housing for the Type 3 engine, a climate controlled exercise area, exterior painting, etc. A plan will be developed in order to identify and prioritize needs.

#### Install a con-vault at Station 41.

A fuel con-vault at Station 41 will save money on fuel cost as well as create a fuel reserve in the case of natural disaster.

# Mid Range Plans (Within Five Years)

<u>Administration Goal Statement:</u> To provide exceptional personnel support for our members and to strive for the best management practices and systems for our department.

## Objectives:

- Bring support staff level up to comparable agencies:
  - Hire additional clerical staff.
  - Hire an additional fire inspector/investigator.
  - o Hire a fire mechanic I.

Due to the increase in workload demands as a result of city-wide growth, these positions are needed. This additional staffing will bring us more in line with comparable cities in order to more effectively support our fire department's operations.

<u>Operation Goal Statement:</u> To continuously improve fire and life safety services through operational changes and apparatus and equipment advancements.

#### Objectives:

#### • Replace Truck 37.

Replace the current Truck 37 with a more maneuverable apparatus meeting current and future service delivery needs of the community. The existing Truck 37 will become a reserve unit.

# Replace four Type 1 engines.

Replace the four first out Type 1 engines, one per-year starting in 2009, as per the vehicle replacement schedule.

# Bring reserve staffing to full strength of 27.

Increase the number of reserves from 18 to 27. This will increase the size of the reserve hiring pool, provide for the fourth person on our engines and truck more often and increase the number of reserves available for special events and emergency recalls.

<u>Prevention and Public Education Goal Statement:</u> To provide a fire prevention system designed to minimize loss of life and property damage through effective code enforcement and public education programs.

## Objectives:

• Effectively manage the transition from the Uniform Fire code to the International Fire Code.

In 2007 the state of California changed from one base code set to another for building standards. This change will necessitate obtaining certification for fire prevention personnel in plan review and code enforcement practices, as well as ongoing training for suppression personnel in inspection practices under the new code requirements.

#### Develop and implement a structured fire investigation team.

The team will be considered a specialty assignment and it will consist of assigned shift investigators who receive extensive training in fire investigation. Fire investigation is currently performed by volunteer investigators. Transitioning investigations to a specialty assignment will formalize the training, certification and participation requirements. It will also help facilitate an effective partnership with the police department to arrest and convict arsonists within our community.

## Develop a comprehensive program for annual permits.

The program will allow permit tracking by various means (i.e. permit type, business address...) as well as financial data for accounting and projection purposes. Businesses that are issued a permit are typically performing some process or function that requires fire department oversight. Tracking permits is another step in refining the inspection program that can help us effectively allocate our resources and create safer occupancies within the community.

<u>Emergency Medical Service Goal Statement:</u> To provide the highest level of emergency medical care to our community.

#### Objectives:

#### • Implement transport ambulances

With this program we will purchase ambulances, hire additional personnel and provide administrative support services for the program.

#### Establish EMS Division

EMS calls constitute the largest percentage of our call volume. In order to support our commitment to provide the highest level of EMS service, this division is needed to ensure strong oversight of the quality of care.

**Equipment and Communication Goal:** To continuously improve service delivery through the purchase of equipment and communication systems for our department.

# Objectives:

• Transition from 700/800 MHZ analog to digital platform.

The digital platform will allow nationwide communication between agencies.

<u>Training Goal Statement:</u> To provide quality training and training opportunities for our members in order to equip them for exceptional service to our community.

## Objectives:

- Train all firefighters in;
  - Low angle rescue systems
  - Confined space
  - River and flood rescue

As an **all risk** agency this training is necessary to keep our members safe while performing these essential rescue services for our community.

<u>Safety Goal Statement:</u> To strive to keep our members safe through training, assessment of work practices and operational changes.

#### Objectives:

• Complete training of all fire captains as safety officers.

Our captains routinely assume the role of safety officer at emergency incidents. This position provides for safety of fire department personnel and the members of our community.

#### **Facilities Goal Statement:**

To provide functional, efficient and well maintained facilities for our members.

#### Objectives:

Conduct major remodeling or relocate Stations #39 and #40.

Due to the size of these stations they no longer meet the needs of the fire department. These stations will either need to be extensively remodeled or relocated. Relocating these stations could improve response times within their districts.

Construct training tower/facility.

Due to the increased demands for training, the need for a dedicated fire department facility is essential to our operations.